

Exhibit 300 (BY2008)

PART ONE	
OVERVIEW	
1. Date of Submission:	2007-02-05
2. Agency:	009
3. Bureau:	38
4. Investment Name:	CMS Beneficiary e-Services (formerly VCS)
5. UPI:	009-38-01-09-01-1020-00
6. What kind of investment will this be in FY2008?	
Operations and Maintenance	
7. What was the first budget year this investment was submitted to OMB?	
FY2002	
8. Provide a brief summary and justification for this investment, including a brief description of how this closes in part or in whole an identified agency performance gap.	
<p>The core objective of Beneficiary e-Services is to create a virtual enterprise-wide multi-contact channel for handling beneficiaries' inquiries that maximizes resources & service effectiveness across all systems. E-Services modernize and improve CMS customer service through one-stop service by employing industry best practices in Customer Relationship Management. The result promotes access to quality health care and provides premier customer services to our special needs and elderly population. Beneficiary eServices is an integral part of CMS' goals of modernization, contracting reform, accelerated use of electronic health information and implementation of Medicare prescription drug benefit. E-Services include Contact Center Technology & Operations, a public web site and beneficiary web portal. Contact Center technology uses a single toll free # to connect callers to an Interactive Voice Response system (IVR), improving beneficiaries' ability to get information when & how they need it. The IVR will provide automated self-service information and transactions to callers. Based on selections made, callers will be routed to the next available, best qualified Agent using Intelligent Call Routing (ICR) software. The Next Generation Desktop (NGD) application accesses CMS data systems to answer Medicare inquiries on enrollment, claims, health care options, preventive services & prescription drug benefits; the NGD integration layer is also used by the IVR and my.medicare.gov beneficiary portal to access data from a variety of CMS mainframe shared systems thus achieving cost efficiencies, improved manageability, data consistency & reduced systems development times and improved network security. Data from the various contact channels is stored in a data warehouse & will be leveraged to offer improved services to callers. The www.medicare.gov & cms.hhs.gov websites offer 1-stop shopping to beneficiaries, providers & CMS partners. www.medicare.gov has interactive tools on Prescription Drug Plan finder, nursing home & hospital compare & other tools. My.medicare.gov beneficiary portal is a part of www.medicare.gov & allows users to log in & have access to personalized information such as enrollment, preventive services, claims, prescription drugs.</p>	
9. Did the Agency's Executive/Investment Committee approve this request?	
yes	
9.a. If "yes," what was the date of this approval?	
2006-06-23	
10. Did the Project Manager review this Exhibit?	
yes	
12. Has the agency developed and/or promoted cost effective, energy-efficient and environmentally sustainable techniques or practices for this project.	
yes	
12.a. Will this investment include electronic assets (including computers)?	
yes	
12.b. Is this investment for new construction or major retrofit of a Federal building or facility? (answer applicable to non-IT assets only)	
no	
13. Does this investment support one of the PMA initiatives?	
yes	

If yes, select the initiatives that apply:

Competitive Sourcing

Expanded E-Government

13.a. Briefly describe how this asset directly supports the identified initiative(s)?

VCS and the websites employ full and open competition in award of contracts. They make it easy for citizens to obtain service and interact with the federal government via telephone and internet, as well as improved responsiveness to citizens. Provide quality customer service regardless of whether the citizen contacts the agency by phone or online, and minimizing the need for written inquiries. Meeting these initiatives helps to provide a transparent and accountable government.

14. Does this investment support a program assessed using OMB's Program Assessment Rating Tool (PART)?

no

14.a. If yes, does this investment address a weakness found during the PART review?

no

15. Is this investment for information technology (See section 53 for definition)?

yes

16. What is the level of the IT Project (per CIO Council's PM Guidance)?

Level 3

17. What project management qualifications does the Project Manager have? (per CIO Council's PM Guidance)

(1) Project manager has been validated as qualified for this investment

18. Is this investment identified as high risk on the Q4 - FY 2006 agency high risk report (per OMB's high risk memo)?

no

19. Is this a financial management system?

no

19.a.1. If yes, which compliance area:

Not Applicable

19.a.2. If no, what does it address?

Not Applicable

19.b. If yes, please identify the system name(s) and system acronym(s) as reported in the most recent financial systems inventory update required by Circular A11 section 52.

Not applicable

20. What is the percentage breakout for the total FY2008 funding request for the following? (This should total 100%)

Hardware	9
Software	59
Services	16
Other	16

21. If this project produces information dissemination products for the public, are these products published to the Internet in conformance with OMB Memorandum 05-04 and included in your agency inventory, schedules and priorities?

yes

22. Contact information of individual responsible for privacy related questions.

Name

Maribel Franey

Phone Number

(410) 786-0757

Title

Director, Privacy Compliance

Email

Maribel.Franey@cms.hhs.gov

23. Are the records produced by this investment appropriately scheduled with the National Archives and Records Administration's approval?

yes

SUMMARY OF SPEND

1. Provide the total estimated life-cycle cost for this investment by completing the following table. All amounts represent budget authority in millions, and are rounded to three decimal places. Federal personnel costs should be included only in the row designated Government FTE Cost, and should be excluded from the amounts shown for Planning, Full Acquisition, and Operation/Maintenance. The total estimated annual cost of the investment is the sum of costs for Planning, Full Acquisition, and Operation/Maintenance. For Federal buildings and facilities, life-cycle costs should include long term energy, environmental, decommissioning, and/or restoration costs. The costs associated with the entire life-cycle of the investment should be included in this report.

All amounts represent Budget Authority

(Estimates for BY+1 and beyond are for planning purposes only and do not represent budget decisions)

	PY-1 & Earlier	PY	CY	BY
	-2005	2006	2007	2008
Planning Budgetary Resources	0.000	0.000	0.000	0.000
Acquisition Budgetary Resources	18.480	0.000	0.000	0.000
Maintenance Budgetary Resources	39.341	35.678	37.025	44.582
Government FTE Cost	0.500	0.500	0.800	0.800
# of FTEs	2	2	2	2

Note: For the cross-agency investments, this table should include all funding (both managing partner and partner agencies).

Government FTE Costs should not be included as part of the TOTAL represented.

2. Will this project require the agency to hire additional FTE's?

no

PERFORMANCE

In order to successfully address this area of the exhibit 300, performance goals must be provided for the agency and be linked to the annual performance plan. The investment must discuss the agency's mission and strategic goals, and performance measures must be provided. These goals need to map to the gap in the agency's strategic goals and objectives this investment is designed to fill. They are the internal and external performance benefits this investment is expected to deliver to the agency (e.g., improve efficiency by 60 percent, increase citizen participation by 300 percent a year to achieve an overall citizen participation rate of 75 percent by FY 2xxx, etc.). The goals must be clearly measurable investment outcomes, and if applicable, investment outputs. They do not include the completion date of the module, milestones, or investment, or general goals, such as, significant, better, improved that do not have a quantitative or qualitative measure.

Agencies must use Table 1 below for reporting performance goals and measures for all non-IT investments and for existing IT investments that were initiated prior to FY 2005. The table can be extended to include measures for years beyond FY 2006.

Table 1

	Fiscal Year	Strategic Goal(s) Supported	Performance Measure	Actual/baseline (from Previous Year)	Planned Performance Metric (Target)	Performance Metric Results (Actual)
1	2003	Promote the fiscal integrity of CMS programs & be an accountable steward	Average Cost per quality call delivered to customers	--	\$12/call	\$12/Call

		of public funds.				
2	2003	Program Administration (PA)- 2. Modernize and effectively manage CMS' information systems and technology.	% of Medicare calls with beneficiaries accurate and complete	--	92%	93.7 % of all Medicare calls with beneficiaries accurate and complete
3	2004	Promote the fiscal integrity of CMS programs & be an accountable steward of public funds	Average Cost per quality call delivered to customers	\$12/call	\$12/call	\$12/call
4	2004	Program Administration (PA)- 2. Modernize and effectively manage CMS' information systems and technology.	% of Medicare calls with beneficiaries accurate and complete	93.7%	92%	92.5%
5	2005	MO1 Improve Beneficiary Telephone Customer Service	Percent of Call Center employees meeting expectations for Customer Skill Assessment	90%	90%	99.32 percent meets expectations
6	2005	Program Administration (PA)- 2. Modernize and effectively manage CMS' information systems and technology.	% of Medicare calls with beneficiaries accurate and complete	92.5%	92%	TBD

All new IT investments initiated for FY 2005 and beyond must use Table 2 and are required to use the FEA Performance Reference Model (PRM). Please use Table 2 and the PRM to identify the performance information pertaining to this major IT investment. Map all Measurement Indicators to the corresponding "Measurement Area" and "Measurement Grouping" identified in the PRM. There should be at least one Measurement Indicator for at least four different Measurement Areas (for each fiscal year). The PRM is available at www.egov.gov.

Table 2

	Fiscal Year	Measurement Area	Measurement Grouping	Measurement Indicator	Baseline	Planned Improvement to the Baseline	Actual Results
1	2005	Mission and Business Results	Health Care Administration	Number of Registered Users	0 registered users	2,500 registered users	4,537 registered users
2	2005	Processes and Activities	Efficiency	% funding spent on self-service channel	0	17%	17%
3	2005	Customer Results	Response Time	QCM Score	90%	90%	95.05%
4	2005	Technology	Availability	% System Up-time	95%	98% up-time	98.68% up-time
5	2006	Mission and Business Results	Health Care Administration	Number of Registered Users	4,537 registered users	200,000 registered users	250,000 registered users

6	2006	Processes and Activities	Efficiency	% funding spent on self-service channel	17%	10%	7.5%
7	2006	Customer Results	Response Time	QCM Score	90%	92%	94.39%
8	2006	Technology	Availability	% System Up-time	98% up-time	98% up-time	99.72% up-time
9	2007	Mission and Business Results	Health Care Administration	Number of Registered Users	250,000 registered users	15% increase	Est. 300,000 registered users
10	2007	Processes and Activities	Efficiency	% funding spent on self-service channel	10%	10%	8.5%
11	2007	Customer Results	Response Time	QCM Score	92%	93%	Est. 93%
12	2007	Technology	Availability	% System Up-time	98% up-time	99% up-time	Est. 99% up-time

EA

In order to successfully address this area of the business case and capital asset plan you must ensure the investment is included in the agency's EA and Capital Planning and Investment Control (CPIC) process, and is mapped to and supports the FEA. You must also ensure the business case demonstrates the relationship between the investment and the business, performance, data, services, application, and technology layers of the agency's EA.

1. Is this investment included in your agency's target enterprise architecture?

yes

2. Is this investment included in the agency's EA Transition Strategy?

yes

2.a. If yes, provide the investment name as identified in the Transition Strategy provided in the agency's most recent annual EA Assessment.

CMS Virtual Call Center Strategy (VCS). Renamed for FY08.

3. Identify the service components funded by this major IT investment (e.g., knowledge management, content management, customer relationship management, etc.). Provide this information in the format of the following table. For detailed guidance regarding components, please refer to <http://www.whitehouse.gov/omb/egov/>.

Component: Use existing SRM Components or identify as NEW. A NEW component is one not already identified as a service component in the FEA SRM.

Reused Name and UPI: A reused component is one being funded by another investment, but being used by this investment. Rather than answer yes or no, identify the reused service component funded by the other investment and identify the other investment using the Unique Project Identifier (UPI) code from the OMB Ex 300 or Ex 53 submission.

Internal or External Reuse?: Internal reuse is within an agency. For example, one agency within a department is reusing a service component provided by another agency within the same department. External reuse is one agency within a department reusing a service component provided by another agency in another department. A good example of this is an E-Gov initiative service being reused by multiple organizations across the federal government.

Funding Percentage: Please provide the percentage of the BY requested funding amount used for each service component listed in the table. If external, provide the funding level transferred to another agency to pay for the service.

	Agency Component Name	Agency Component Description	Service Type	Component	Reused Component Name	Reused UPI	Internal or External Reuse?	Funding %
1	Data Warehouse	Provides data warehouse capabilities.	Data Management	Data Warehouse	Data Warehouse	009-38-01-04-01-	Internal	1

						1050-00		
2	Call Center Management	VCS provides support for the call center so that customers have a mechanism for getting questions answered.	Customer Relationship Management	Call Center Management	Call Center Management	009-38-01-04-01-1090-00	Internal	1
3	Loading and Archiving	The investment provides archiving capabilities.	Data Management	Loading and Archiving	Loading and Archiving	009-38-02-00-01-1150-00	Internal	1
4	Network Management	Defines the set of capabilities for the management of a network business.	Organizational Management	Network Management	Network Management	009-38-02-00-01-1150-00	Internal	1
5	Assistance Request	VCS ensures that customers are provided with assistance with their various requests as needed.	Customer Initiated Assistance	Assistance Request	Assistance Request	009-38-01-04-01-1075-00	Internal	1
6	Multi-Lingual Support	VCS ensures that customers are provided with multi-lingual support when necessary.	Customer Initiated Assistance	Multi-Lingual Support			No Reuse	1
7	Self-Service	Provides customers with the capability of self-service options.	Customer Initiated Assistance	Self-Service	Self-Service	009-38-01-06-01-1110-00	Internal	1
8	Personalization	Ensuring that customers are given the personal attention when needed.	Customer Preferences	Personalization	Personalization	009-38-01-06-01-1110-00	Internal	1
9	Contact and Profile Management	Database profiles are maintained to manage contact and profile.	Customer Relationship Management	Contact and Profile Management	Contact and Profile Management	009-38-01-06-01-1110-00	Internal	1
10	Customer Feedback	Database maintained to capture feedback from	Customer Relationship Management	Customer Feedback	Customer Feedback	009-38-01-04-01-1075-00	Internal	1

		customers.						
11	Content Authoring	Defines the set of capabilities for the authorizing of data content.	Content Management	Content Authoring			No Reuse	2
12	Content Publishing and Delivery	Defines the set of capabilities for the authorizing of publishing and delivery content.	Content Management	Content Publishing and Delivery			No Reuse	2
13	Content Review and Approval	Defines the set of capabilities for the authorizing of review and approval content.	Content Management	Content Review and Approval			No Reuse	2
14	Information Retrieval	Provides the ability to retrieve specific information when requested.	Knowledge Management	Information Retrieval			No Reuse	39
15	Classification	Provides the ability to classify various documents when needed.	Document Management	Classification			No Reuse	2
16	Document Conversion	Provides the ability to change documents.	Document Management	Document Conversion			No Reuse	2
17	Document Revision	Defines the set of capabilities to revise documents accurately and when needed.	Document Management	Document Revisions			No Reuse	1
18	Indexing	Provides the ability to index documents.	Document Management	Indexing			No Reuse	4
19	Categorization	Provides the ability to categorize documents in an orderly manner.	Knowledge Management	Categorization			No Reuse	3
20	Information Mapping / Taxonomy	Defines the set of capabilities that support the mapping of data and ensuring its accuracy.	Knowledge Management	Information Mapping / Taxonomy			No Reuse	6

21	Information Sharing	Defines the set of capabilities that support the sharing of information to customers in a timely manner.	Knowledge Management	Information Sharing			No Reuse	47
22	Knowledge Capture	VCS includes the ability to capture the data that is needed for the call center to effectively communicate with customers.	Knowledge Management	Knowledge Capture			No Reuse	3
23	Knowledge Distribution and Delivery	VCS includes the ability to distribute and deliver the knowledge that is captured to customers.	Knowledge Management	Knowledge Distribution and Delivery	Knowledge Distribution and Delivery	009-38-01-06-01-1110-00	Internal	1
24	Email	Defines the set of capabilities that support knowledge transfer of information through email.	Collaboration	Email			No Reuse	1
25	Classification	Defines the set of capabilities that support the classification of data and its search mechanism.	Search	Precision / Recall Ranking	Classification	009-38-01-04-01-1075-00	Internal	1
26	Query	Defines the set of capabilities that support the query mechanism of the call center and self service.	Search	Query	Query	009-38-01-06-01-1110-00	Internal	1

4. To demonstrate how this major IT investment aligns with the FEA Technical Reference Model (TRM), please list the Service Areas, Categories, Standards, and Service Specifications supporting this IT investment.

FEA SRM Component: Service Components identified in the previous question should be entered in this column. Please enter multiple rows for FEA SRM Components supported by multiple TRM Service Specifications.

Service Specification: In the Service Specification field, Agencies should provide information on the specified technical standard or vendor product mapped to the FEA TRM Service Standard, including model or version numbers, as appropriate.

	SRM Component	Service Area	Service Category	Service Standard	Service Specification (i.e., vendor and
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					product name)
1	Data Warehouse	Service Platform and Infrastructure	Database / Storage	Database	TBD
2	Data Warehouse	Component Framework	Data Management	Database Connectivity	TBD
3	Data Warehouse	Component Framework	Data Management	Reporting and Analysis	Cognos
4	Data Warehouse	Component Framework	Presentation / Interface	Content Rendering	Cognos
5	Data Warehouse	Service Access and Delivery	Delivery Channels	Internet	Internet Explorer
6	Data Warehouse	Service Interface and Integration	Interoperability	Data Transformation	TBD
7	Data Warehouse	Service Platform and Infrastructure	Hardware / Infrastructure	Servers / Computers	TBD
8	Call Center Management	Service Access and Delivery	Delivery Channels	Intranet	TBD
9	Call Center Management	Service Access and Delivery	Service Requirements	Authentication / Single Sign-on	TBD
10	Call Center Management	Service Platform and Infrastructure	Software Engineering	Software Configuration Management	TBD
11	Call Center Management	Service Platform and Infrastructure	Software Engineering	Modeling	TBD
12	Call Center Management	Service Platform and Infrastructure	Database / Storage	Database	TBD
13	Call Center Management	Service Platform and Infrastructure	Database / Storage	Storage	TBD
14	Call Center Management	Service Platform and Infrastructure	Hardware / Infrastructure	Servers / Computers	TBD
15	Call Center Management	Component Framework	Presentation / Interface	Dynamic Server-Side Display	TBD
16	Call Center Management	Component Framework	Presentation / Interface	Content Rendering	Siebel
17	Call Center Management	Component Framework	Data Management	Database Connectivity	TBD
18	Call Center Management	Service Interface and Integration	Interoperability	Data Format / Classification	TBD
19	Network Management	Service Platform and Infrastructure	Hardware / Infrastructure	Wide Area Network (WAN)	TBD
20	Network Management	Component Framework	Presentation / Interface	Wireless / Mobile / Voice	Genesys
21	Self-Service	Service Access and Delivery	Delivery Channels	Internet	TBD
22	Self-Service	Service Access and Delivery	Service Requirements	Authentication / Single Sign-on	TBD
23	Self-Service	Service Platform and Infrastructure	Database / Storage	Database	TBD
24	Personalization	Service Access and	Delivery Channels	Internet	TBD

		Delivery			
25	Personalization	Service Access and Delivery	Service Requirements	Authentication / Single Sign-on	TBD
26	Personalization	Service Platform and Infrastructure	Database / Storage	Database	TBD
27	Personalization	Component Framework	Presentation / Interface	Wireless / Mobile / Voice	Nuance
28	Content Authoring	Service Platform and Infrastructure	Database / Storage	Storage	TBD
29	Content Authoring	Service Interface and Integration	Interoperability	Data Format / Classification	Stellent
30	Content Publishing and Delivery	Service Access and Delivery	Delivery Channels	Internet	TBD
31	Content Publishing and Delivery	Component Framework	Presentation / Interface	Content Rendering	Stellent
32	Content Publishing and Delivery	Service Interface and Integration	Interoperability	Data Format / Classification	TBD
33	Content Review and Approval	Service Access and Delivery	Access Channels	Collaboration / Communications	RightNow Technologies, Stellent
34	Information Retrieval	Service Access and Delivery	Delivery Channels	Internet	TBD
35	Information Retrieval	Service Platform and Infrastructure	Delivery Servers	Web Servers	TBD
36	Information Retrieval	Service Platform and Infrastructure	Delivery Servers	Application Servers	TBD
37	Information Retrieval	Service Platform and Infrastructure	Database / Storage	Database	TBD
38	Information Retrieval	Service Platform and Infrastructure	Database / Storage	Storage	TBD
39	Classification	Component Framework	Presentation / Interface	Content Rendering	TBD
40	Classification	Service Interface and Integration	Interoperability	Data Format / Classification	Stellent
41	Information Mapping / Taxonomy	Service Interface and Integration	Interoperability	Data Format / Classification	TBD
42	Information Sharing	Service Access and Delivery	Delivery Channels	Internet	TBD
43	Information Sharing	Service Platform and Infrastructure	Database / Storage	Database	TBD
44	Information Sharing	Service Platform and Infrastructure	Database / Storage	Storage	TBD
45	Information Sharing	Service Platform and Infrastructure	Hardware / Infrastructure	Servers / Computers	TBD
46	Information Sharing	Component Framework	Presentation / Interface	Wireless / Mobile / Voice	Genesys, Nuance
47	Knowledge Distribution and Delivery	Service Access and Delivery	Access Channels	Collaboration / Communications	TBD
48	Knowledge Distribution and	Component Framework	Presentation / Interface	Wireless / Mobile / Voice	TBD

	Delivery				
49	Email	Service Access and Delivery	Access Channels	Collaboration / Communications	RightNow Technologies
50	Classification	Service Platform and Infrastructure	Database / Storage	Database	TBD
51	Classification	Service Interface and Integration	Interoperability	Data Format / Classification	TBD
52	Classification	Service Interface and Integration	Interoperability	Data Types / Validation	TBD
53	Query	Component Framework	Data Management	Database Connectivity	TBD

5. Will the application leverage existing components and/or applications across the Government (i.e., FirstGov, Pay.Gov, etc)?

yes

5.a. If yes, please describe.

At this time, this investment has no plans to leverage existing components or applications across the government. In the future, it is anticipated that CMS infrastructure will integrate with E-Gov initiatives as they are identified. MMS plans on taking advantage of the eAuthentication Service Component when it is capable of meeting all of the business needs of the MMS. MMS also plans on using FirstGov as a resource as well.

6. Does this investment provide the public with access to a government automated information system?

yes

6.a. If yes, does customer access require specific software (e.g., a specific web browser version)?

no

PART THREE

RISK

You should perform a risk assessment during the early planning and initial concept phase of the investment's life-cycle, develop a risk-adjusted life-cycle cost estimate and a plan to eliminate, mitigate or manage risk, and be actively managing risk throughout the investment's life-cycle.

Answer the following questions to describe how you are managing investment risks.

1. Does the investment have a Risk Management Plan?

yes

1.a. If yes, what is the date of the plan?

2006-06-16

1.b. Has the Risk Management Plan been significantly changed since last year's submission to OMB?

yes

1.c. If yes, describe any significant changes:

The Next Generation Desktop (NGD) Risk Assessment was revised and updated in accordance with requirements outlined in the temporary C&A. Information including Operating System updates, Database upgrades, and new technology implementations were considered and incorporation into the security documentation. Siebel Application Server expansion was completed for the My.Medicare.gov environment to increase capacity for portal users. While revision sections were considerable this year, updates, changes, and additions to the NGD and My.Medicare.gov assessments did not impact the overall system security level specified in the Risk Assessment. Additionally, the 1-800 Medicare Risk Assessment was updated to reflect expansion of the National Data Warehouse as the system expanded to provide additional storage resources and capacity. The addition of a Secure File Transport site, expansion of the development and production servers, and upgraded perimeter routing equipment was installed to provide increased capability and security for the 1-800 architecture. Penetration test results were reviewed and potential vulnerabilities or weaknesses that could result in the loss or disclosure of CMS data were documented and mitigated to improve security. The updates, changes, and expansions to the 1-800 Medicare architecture did not impact the overall system security level specified in the Risk Assessment.

COST & SCHEDULE
<i>1. Was operational analysis conducted?</i>
yes
<i>1.a. If yes, provide the date the analysis was completed.</i>
2006-12-10
<i>What were the results of your operational analysis?</i>
CPI = 0.96; SPI 1.05 While costs are slightly higher than planned, the project is slightly ahead of schedule. Schedule and Costs are within tolerance.